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Analysis of Competencies for Civilian Leadership Positions of Commander, Naval Installations Command (CNIC) Headquarters

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NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA

EMBA PROJECT REPORT

Analysis of Competencies for Civilian Leadership Positions of Commander, Naval Installations Command (CNIC) Headquarters

10 March 2009

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Executive Summary

Commander, Naval Installations Command (CNIC) is in the process of developing a comprehensive strategy to attract, develop, and sustain a motivated and diverse civilian workforce to meet current and future operational requirements. CNIC has hired a contractor, Concurrent Technologies Corporation (CTC), to review the workforce development of the entire organization. This capstone project focuses on the Headquarters Deputy N-Code positions in order to indentify which of these positions would require additional continuity planning and to identify the critical skills and training needed for these positions.

The data gathered revealed several significant observations with respect to the Deputy positions:

- All Deputy positions require additional continuity planning with the exception of the N4B and N8B positions, which already have well defined requirements.
- Education: Bachelors Degree required, Masters would be beneficial.
- Professional Training: Formal Budget Training (PPBE) required.
- Experience: Most felt that Regional or Installation level CNIC experience was required prior to taking the Deputy position.

During our review and discussions with the N8 personnel, we were provided a copy of their “Professional Development Guide” which is a thoroughly detailed training plan for all levels. Our team concludes that this training plan, combined with the competencies we have identified, could be modified to serve as a framework for the workforce development efforts of the Deputy level positions at CNIC Headquarters.

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I. INTRODUCTION AND BACKGROUND

A. INTRODUCTION

Commander, Navy Installations Command (CNIC) has a goal to become one of the Navy's "preferred employers" in order to attract and retain a competent and professional civilian workforce. CNIC N1 is in the process of developing a comprehensive strategy to attract, develop, and sustain a motivated and diverse civilian workforce to meet this goal. This project is intended to provide assistance in enabling CNIC to develop a succession planning strategy by identifying which of the Deputy N-Code positions at CNIC Headquarters require continuity planning, and to identify key skills and experiences vital to the success of the position. The process included discussions with the incumbent N-Code, Deputy N-Code, and Headquarters Program directors to develop recommended knowledge and skill requirements for advancement in the CNIC chain of command to the Deputy N-Code position.

B. BACKGROUND

CNIC is the Navy's single source provider and supporting command for shore services support throughout its 12 regions and 78 installations worldwide. CNIC's mission is to enable and sustain Fleet, Fighter, and Family readiness through consistent, standardized, and reliable shore support. CNIC's most critical asset in accomplishing their mission is the excellence of its professional workforce. In order to maintain this asset, it is imperative that CNIC develop and execute an integrated, systematic command wide approach to total workforce management. This focus and approach towards workforce management will enable CNIC to attract, motivate, develop, and retain the best military and civilian workforce.

The overall responsibilities for manpower management fall under the purview of the CNIC N1 – Total Force Manpower Program Director. CNIC N1 is responsible for managing approximately 54,000 personnel – a workforce combination of active duty

military¹, selected reserve, government direct-hire, contractors, and non-appropriated fund employees. CNIC's government direct-hire (FTE) is about one-fourth of CNIC's total workforce, and approximately 360 FTEs are assigned to CNIC's headquarters. Because CNIC is a relatively new command and has such a large number of Government Direct hire employees, a succession planning strategy has not been fully developed. The executive level management of CNIC has recognized the requirement to develop and maintain a qualified workforce capable of progressing to senior management positions.

The CNIC Headquarters is divided into eight functional departments (Figure 1), referred to as N-Codes. Each of these departments has a senior level executive in charge, designated the N-Code (actual), and a Deputy. Most Navy commands follow a convention where active duty personnel fill the N-Code positions with a senior civilian/government employee filling the Deputy position. While the active duty personnel filling the N-Code positions gain valuable management and leadership training during their highly structured careers, the civilian career paths are not as well defined. This project will assist in developing these career paths.

CNIC N-Code Functions	
N1	Manpower
N3	Operations
N4	Facilities
N5	Business Office
N6	Information Technology
N7	Training and Readiness
N8	Comptroller
N9	Fleet & Family Readiness

Figure 1. Figure 1 N-Code Functional Areas

¹ Total Workforce Management System, February 2009

C. PROJECT OBJECTIVES

Focusing on the Deputy N-Code positions, the objectives of the project were to:

- Identify the key civilian Deputy positions at the headquarters that require continuity planning.
- Identify critical skills, key elements of CNIC's organizational behavior, and leadership training required for those positions to meet operational requirements.

D. PROJECT SCOPE

Our analysis of CNIC focused on the Deputy N-Code positions at CNIC's headquarters. The review identified which of these positions at CNIC headquarters required continuity planning, as well as identifying critical skills and training recommended for these positions. A full succession plan for CNIC is beyond the scope of this evaluation. Though the N-Codes and a selection of Program Directors were interviewed, the discussions were focused to help characterize the Deputy positions from different perspectives. No conclusions were drawn for positions other than the Deputy. Program Directors from each N-Code were selected randomly based on availability.

E. METHODOLOGY

CNIC has hired a contractor, Concurrent Technologies Corporation (CTC), to review the workforce development of the entire CNIC organization, using surveys, questionnaires, and workshops. Our project team selected a small sample group, the Deputy N-Code positions at CNIC Headquarters, as the focus of this study. We reviewed the Position Descriptions (PDs) and conducted discussions with the incumbents of these positions to develop a recommended profile of critical skills, education, and leadership training required for their position. Additionally, we held discussions with both senior supervisors and junior subordinates to get their profile recommendations for the Deputy N-Code position. A copy of the topics covered during these discussions is included in Appendix A.

II. RESULTS

A. KEY CIVILIAN POSITIONS

Our review focused on the deputy positions (NxB) of the individual N-Codes. In our review we have identified that all of these positions require additional succession planning with the exception of the N4B (Facilities) and N8B (Comptroller) positions. The N4 and N4B positions are filled by active duty members of the Civil Engineer Corps (CEC) community. Based on discussions with the current N4 staff, the CEC pipeline provides and requires the necessary training to meet the job skill requirements for the position of N4B. Similarly, the career path of the incumbent of N8B position follows the career roadmap of the DON Financial Management (FM) Community as delineated in the memorandum of the Office of Assistant Secretary (Financial Management and Comptroller) of January 15, 2009. This memorandum provides the framework for requirements needed at each major level of career progression of the DON FM workforce. Based upon the uniqueness of these positions, they are not included as part of this evaluation. The recommendations in this report will be directed at the six other NxB positions.

B. POSITION DESCRIPTIONS

Having an up-to-date and accurate position description (PD) for each Deputy is necessary to define the core competencies and skills needed in these jobs. PDs also assist identification of the most qualified candidates for these Deputy positions. As part of our discussion with current staff we asked whether position descriptions existed, had been reviewed, and if they were accurate. Our results identified that all of the civilian deputies we talked to had up-to-date, accurate PDs. Additionally, one civilian deputy noted that all PDs should have been reviewed and updated as part of the recent transition to National Security Personnel System (NSPS). The military deputy we interviewed was not aware of a position description for his billet. He commented that his job description was included as part of the standard turnover process for military billets. The Standard Organization and Regulations Manual (SORM) for CNIC only outlines the

responsibilities for each N-Code. Because the Deputies fill in for the N-Code in their absence, one could conclude that the responsibilities outlined in the SORM for the N-Codes also refer to the Deputies.

C. SUMMARY OF QUALIFICATIONS

During our data collection phase, we performed a total of 25 discussions with N-Code, Deputy, and Program director participants. The intent of these discussions was first to collect general demographic data on the individual such as education background, prior military experience, and prior professional work experience. Next, we asked what education, professional training, and experience they thought was required or beneficial to perform their current job. Then, in the case of the N-codes and Program Directors, we asked what education level, professional training, and experience they thought would be required or beneficial to perform the Deputy position. The list of questions asked during the discussions is included in Appendix A.

1. Education

All the individuals we met with believed at least a Bachelors level education was required for the job of the deputy, and felt a Masters level education would be beneficial. Two of the Program Directors codes felt that a graduate level education was necessary, and one Program Director felt a PhD was beneficial to perform the job of the Deputy. Both the N-Code and Deputies were generic when talking about the level of education required for their jobs, stating simply, “a Bachelors or a Masters” without providing specifics on degree subject focus. A number of responses said that an MBA would be useful. Interestingly, when the Program Directors referred to the education level required for their jobs, they were very specific about the kind of degree required, such as a Bachelors in Accounting, Economics, Budgeting, or Finance. However, when asked what they thought was required for the Deputy position, most simply stated that a Bachelors was required and a Masters would be beneficial.

2. Professional Training

The majority of the incumbent Deputies we met with felt that formal budget training (PPBE, FMB) was required for their position. This information was confirmed by the response we received from the N-Code and Program Directors incumbents about

their respective Deputy positions (See Figure 2 below). A number of individuals felt that NSPS training was essential for the Deputy, as well as human resource and manpower training. Other general professional training that was considered required or beneficial was specific to the N-Code and did not show a trend across all areas. Of note, the program director codes felt that OPM Supervisory and Project Management training were required for the Deputy positions. Neither the Deputy nor the incumbent N-Code felt this training was necessary. During numerous discussions, the Naval Postgraduate Corporate Business Course was mentioned as a beneficial and desired training program. However, we found no one who was able to register for this course due to its popularity and consistently full roster.

	Professional Training					
	N Code		Deputy		Program Director	
	Required	Beneficial	Required	Beneficial	Required	Beneficial
HR	1				1	
Manpower	1		1		1	
Budget (FMB courses)	4		2		2	
Military	1	2				
Contract Management	1		2		3	
NSPS	2		2			
Acquisition Professional	1	1				
Business Analysis		1			1	
PPBE	3		2		2	
CIO	1				1	
Fleet and Family Readiness	1					
DAWIA			2	1		
OPM Supervisory	1				2	
OPNAV Action Officer				1		
Navy Corporate Business	1	1		1		
MWR Training		1				
Lean Six Sigma				1		
IT Experience			1			
Public Speaking				1		
Managerial Analysis				1		
Presentation Training				1		
Project Management			1		2	

Figure 2. Compilation of Professional Training Responses

3. Experience

The most common trait expressed as necessary work experience was prior CNIC experience at the regional level (See Figure 3 below). This information was confirmed by the N-Codes who agreed that prior CNIC experience was required for the Deputy position. The program directors were split, believing that CNIC regional experience could either be required or beneficial. Topics including managerial experience, program management, supervisory experience, and public speaking were noted as beneficial experiences for the Deputy.

	Experience					
	N Code		Deputy		Program Director	
	Required	Beneficial	Required	Beneficial	Required	Beneficial
OPNAV Manpower	1				1	
Prior CNIC experience	4	1	2	2	4	4
Program Management	1				2	
Public Speaking	1					
Customer Service	1					
Military Background	1	2	1			
Public Works Tours			1			
Financial Management			1			
Emergency Management					1	
Force Protection					1	
NSPS						1
Other DC office (CNO)						1

Figure 3. Compilation of Experience Responses

Many of the personnel at CNIC Headquarters are current or former military officers. Understanding that military officers may have received certain training as part of their careers that has been beneficial to them at CNIC or would be beneficial to their N-Code Deputies, we asked what training / experiences from the military they believe are important to their CNIC job (See Figure 4 below). Most of the N-Codes stated that the leadership abilities and management tools learned at the division officer or executive

officer level are important experiences to have. Additionally, it was noted that the military experiences also gave an insight to the military chain of command as well as the opportunity to serve on a Navy staff.

Prior Military Experience	
Leadership, Management	5
Ethics	1
Organizational Management	1
Navy Senior Leadership Business	1
OPNAV	1
Working Capital Fund	1
Motivation of Personnel	1
PE License	1
Understand Chain of Command	1
Project Management	1
Finance	1
IA Security	1
Pentagon Experience	1
OSD	1
PPBE process	2

Figure 4. Compilation of Prior Military Experience Responses

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III. CONCLUSIONS

The data gathered demonstrated a consistent recommendation that incumbents in headquarters deputy positions have expertise in the following areas: general management, budgeting, and administration, as well as regional CNIC work experience. Identifying individuals with these core competencies will position CNIC to ensure continuity in the civilian deputy positions at CNIC headquarters. These trends can also be used to identify core training, classes, and degree programs to develop personnel to fill deputy level positions. This information would be beneficial in determining if personnel are already qualified as successors to fill current CNIC N-Code deputies. During our assessment and discussions with N8 personnel, we were provided a copy of their “Professional Development Guide” which included a highly detailed training plan for all levels in the N8 functional area. This training plan, combined with the competencies we have identified, could be modified to serve as a framework for workforce development efforts of Deputy level functional area positions at CNIC Headquarters. To further develop a succession plan for CNIC, data for other key positions is necessary.

The methods and questions we used, included as part of Appendix A, to gather information on CNIC deputies can be applied on a broader basis to identify other necessary qualifications for remaining key CNIC positions and can support further analysis of command succession planning. During our discussions with N-Code and program director staff, we were able to gather similar information for necessary experiences, training, and education; however, this information was not validated or analyzed because it was beyond the scope of this project.

During our discussions with current CNIC employees, few were aware that workforce development and succession planning efforts were being pursued by a contractor. This could be a roadblock to future efforts, and CNIC should endeavor to communicate the purpose and expectation of this development effort throughout their workforce to ensure the employees are engaged in this ongoing process. CNIC can use the results of our study to independently validate the competency model provided by

CTC as part of the Civilian Workforce Development Project, ensuring the product delivered meets CNIC's expectations.

LIST OF REFERENCES

“Standard Organization and Regulations Manual”, Commander Navy Installations Command, 10 May 2007

“CNIC Professional Development Guide,” Commander Navy Installations Command N8, November 2006

“Total Workforce Management System,” Commander Navy Installations Command N1, February 2009

“Career Roadmaps for the Department of the Navy Fiscal Management (FM) Community”, Department of the Navy Office of the Assistant Secretary of the Navy (Financial Management and Comptroller), January 2009. Available online: <http://www.finance.hq.navy.mil/FMC/PDF/HC-CareerRoadmaps.pdf>

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APPENDIX A

Questions Asked During Discussions

Name: _____

Code: _____

BACKGROUND

1. Number of Years at CNIC _____
2. Previous CNIC Positions (codes):
 - a. (HQ) _____
 - b. (Global) _____
3. Professional Work Experience Prior to CNIC _____
4. MILITARY CIVILIAN (circle one)
5. Prior Military Y N
 - a. If Yes, experience (years, Rank/Rate) _____
6. Education _____

BILLET

1. How long have you been in your current billet _____?
2. Does your position have a position description (PD)? Y N
 - a. If Yes, Have you reviewed it? When? Frequency?
 - i. Is your PD current
 - ii. How accurate is your PD to your actual job?
 - iii. If No, how should it be corrected, and have you tried to correct it?
 - b. If No, where did you find the job description for your billet?

Job Skill

What education level do you believe is required for your job? What level would be Beneficial?

What professional Training do you believe is required for your job? What training would be beneficial?

What job experiences do you believe is required for your job, what experience would be beneficial?

If you had prior military service, is there any military experiences that have been beneficial to your job?

How do you see your position changing in the next 3 to 5 years?

Boss / Subordinate

What Education level do you believe is required for the Nx Deputy position? What level would be beneficial?

What professional training do you believe is required for the Nx Deputy position? What level would be beneficial?

What job experiences do you believe is required for the Nx Deputy position? What experience would be beneficial?

